













Tribal Relations in Alaska









Alaska Natives

& American Indians

566 Federally Recognized Tribes

- Alaska: 229 Tribes (5 Distinct Groups)
 - Inupiaq/St Lawrence Yupik
 - Yup'ik/Cup'ik
 - Unangax (Aleut)/Alutiiq
 - Athabascan
 - Eyak/Tlingit/Haida/Tsimshian
- Continental U.S.: 337 Tribes
 - 337 Tribes
 - Reservations/Traditional Use Lands
- Differences in Regions/Ethnic Origins/Subsistence
- Subsistence Lifestyle is Foundation of Food and Cultural Existence
- High Focus on Environmental Issues and Incidents – Spills, etc.













Do Your Homework Before Trips!

Research the Region, Village, and Norms

Alaska: 229 Tribes All Located on Coast or Rivers

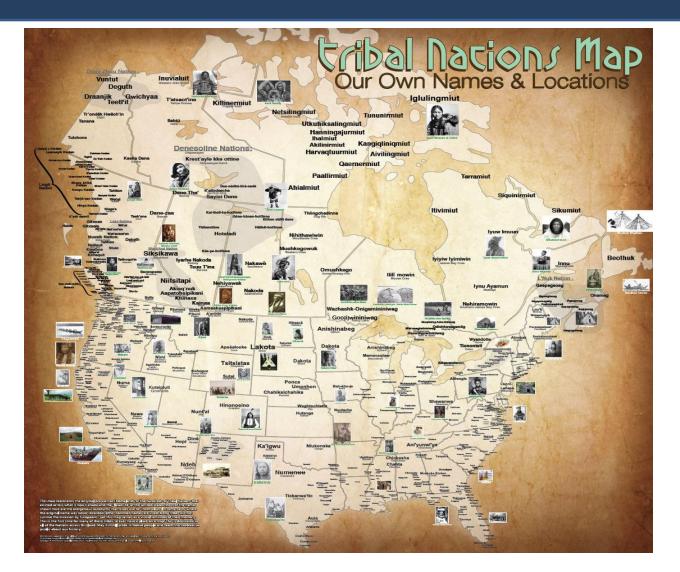


Alaska Natives are the Majority Population in Villages Outside the Biggest Census Areas (Anch/Matsu/Fbx/Jnu)

Background: Historical Tribe Locations in U.S.

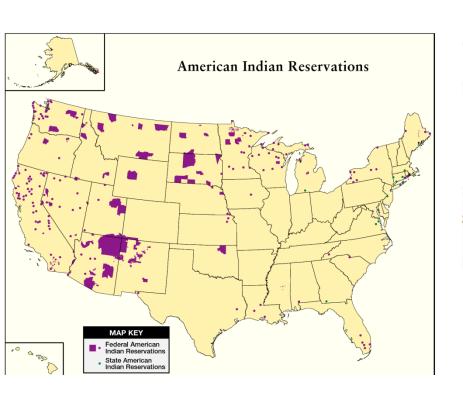


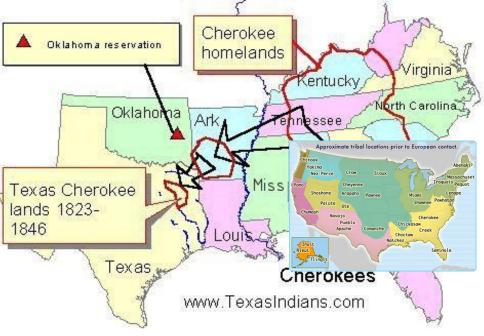
Tribal Nations Map: With Place Names



Indian Tribe Relocation to Reservations in U.S. in 1800's







Note that tribes on reservations care about incidents on previous traditional use areas!

Federal Indian Policy/Philosophy

Treaty Making Era

1778-1871

>20 Treaties = Recognition of Sovereignty

The Removal Era

1830-1850

The Reservation Era

1850-1871

Allotments – Assimilation

1887-1934

The Termination Era

1953-1968

The Self-Determination Era

1968-Present

Mandate for Federal G-2-G

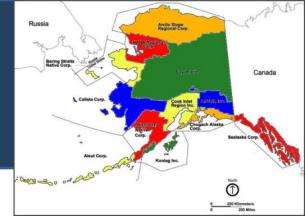
2000-Present

"Domestic Dependent Nations"

"The Congress shall have the power... to regulate commerce with foreign nations, and among the several states, and with the <u>Indian Tribes</u>."



Tribes in Alaska: Background & Organization



- Relevant US/Alaska Historical Events:
 - 1800's: Continental U.S. Tribes Forced onto Reservations
 - 1935: Jurisdictional Act (Tlingit/Haida claimed Southeast AK)
 - U.S. Supreme Court Upheld Tlingit/Haida Land Claim
 - 1959: Alaska Statehood Land Selection (Inherent State/Tribe Resource Conflicts)
 - 1969: Oil Discovery in Alaska
- Created Complex High-Conflict Situation
- Alaska Native Claims Settlement Act (ANCSA 1971)
 - 44 Million Acres (about 12%)/\$963 Million
 - 13 Alaska Native Regional For-Profit Corporations
 - 12 Non-Profit Corps, Approx 200 Village Corps
 - Created a Unique Situation & Structure

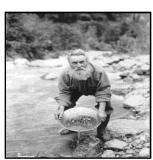












Complexity of Consultation/Engagement Example: Point Hope, Alaska

- Native Village of Point Hope (IRA Tribe)
 - Governs; does not hold land
- Inupiat Community of Arctic Slope (ICAS Regional IRA Tribe)
- Tikigaq Corporation (ANCSA Village Corp)
 - Holds <u>surface</u> land rights
- Arctic Slope Reg. Corp. (ANCSA Regional Corp)
 - Holds <u>subsurface</u> land rights (gravel, oil, gold, coal)
- Traditional Clans/Family Groups Not necessarily part of federal tribal government "structure"
- North Slope Borough (State/Municipal: Barrow)
 - Provides services to Point Hope residents
- City of Point Hope (2nd class city/state chartered)
- Alaska Eskimo Whaling Commission (10 Villages)
- Eskimo Walrus Commission (19 Villages: Nome)
- Other ANOs (Ice Seal, Polar Bear, etc)



Native Governance & Consultation: Tribal Consultation is a Mandate – Executive Order 13175 (2000)



- 2000: Federal Recognition of Tribal
 Sovereignty & Govt-to-Govt relationship
- Mandated Consultation on matters that may impact tribal rights, resources, or interests
- 2003: ANCSA Corps included to mandate for consultation
- Potential Consequences of not engaging (operational & political)

"Domestic Dependent Nations"

"The Congress shall have the power... ...to regulate commerce with foreign nations, and among the several states, and with the Indian Tribes."







Tribal Engagement Guidance



Tribal Consultation Guidance:

- Executive Order 13175 (2000)
- OMB Implementation Guidance
- DHS Tribal Consultation Policy
- CGHQ/District-Level Guidance/Directives
- Tribal Legislation/Sovereignty Overview

Congressional/DHS/CG Data Calls:

- Congress/DHS Tribal Consultation Report
- Environmental Justice (EJ) Annual Report
- D17 Engagement/Consultation Log
- D17 Strategy/Annual Priorities



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Consultation and Engagement With Tribes and Alaska Native Organizations

Formal Consultation:

- Federally Recognized Tribes (not Native Orgs)
- Letter of Invitation to Consult (or respond to request)
- Establish Meeting Time/Location/Attendees
- Meaningful Input Opportunities
- Follow-up/Response/Documentation
- Memorandums of Agreement (MOU)

Engagement w/ Tribal-Related Stakeholders:

- Federally Recognized Tribes (Engage & Consult)
- Native Organizations
- Native Advocacy Groups (Local and National)
- ANCSA Corporations (Alaska)
- Alaska Native Villages (Local Village Governments)







USCG Arctic Strategy (2013)

- CG Vision for Operating In Arctic Region:
 - Ensure safe, secure, and environmentally responsible maritime activity in the Arctic.
- CG Arctic Strategic Objectives:
 - Improve Awareness
 - Modernize Governance
 - Broaden Partnerships
- CG Goals:
 - Protect Those On The Sea
 - Protect People From The Sea
 - Protect The Sea Itself







USCG Arctic Strategy (2013)



- Improve Awareness:
 - Coordinate/Share Information
 - Achieve Effective CG Presence (Vessels/Aircraft/Personnel)
- Modernize Governance:
 - Work w/ Federal, State, Tribal, & Local Gov'ts
 - Safeguard Marine Environment
 - Preserve Living Marine Resources
- Broaden Partnerships:
 - Develop/Promote CG as a Partner
 - Engage/Partner to Maximize Effectiveness







Tribal/State/Local Government & Other Stakeholder Input







<u>Arctic Community Concerns – Food & Cultural Security</u>:

- Vessel Traffic Issues
- Infrastructure Development
- More Spill Planning/Response
- Subsistence Hunter Safety
- Food Quality & Availability
- "Vessels are operating in our pantry"



Consultation and Tribal Impacts: Potential Triggers





- Vessel Ops
- Law Enforcement Ops
- Sacred/Cultural Sites
- Contingency Planning
- Exercises/Spill Response
- Waterways Management
- Shipping Lanes, Etc.







It's Not Just Subsistence... It's Also Cultural Existence

- These are their Traditional Use Areas (1000+ years)
- Lives connected to land and sea
- Subsistence binds the culture
- Place names relate to biology or geography (not historical or biographical – Smith Mtn)
- Lots of challenges to maintaining cultural identity

Concerns:

- Increased Arctic activity = spills and incidents
- Spills may lead to lost food resources
- Gov't response capabilities appear inadequate
- Not enough CG infrastructure present
- Traditional knowledge not fully understood

20K oil spill on beach: Inconvenience vs. Life-Changing Event





<u>Discussion</u>: What Does Success and/or Failure Look Like?



Cases/Situations:

- CG Helicopter Ops North Slope/Caribou Hunts
- Kodiak Facebook Incident
- Federal Agency Director Comments on Tribal Gift
- USCG Skiff Boardings Near St. Lawrence Island
- Research Ops on CG Cutter During Whale Hunt
- CG Staff Comments on White Float Coats
- CG Operations (R&D/Flights) Chinook Exercise
- Federal Commission First Visit to Arctic







Know Agency Missions/Issues – We Represent Our Overall Agencies

Why it Matters: 1989 Exxon Valdez Tanker Grounding

Exxon Valdez:

- 11 Million Gallons Spilled
- 1,300 Miles of Coastline Impacted
- 4 Summers of Cleanup Efforts
- Cleanup Methods:
 - Hot Water
 - High Pressure Cold Water
 - Mechanical
 - Bioremediation/Chemical
- Tribes Still Impacted
- Before Executive Order

Are We Still Thinking About It?

Tribal/Alaska Native Entities In Exxon Valdez Spill Zone: 500 Miles in 2 Months

- Valdez Native Tribe (Valdez)
- Tatitlek IRA
- Native Village of Eyak (IRA)
- Chenega IRA
- Nanwalek IRA
- Port Graham Village (IRA)
- Qutekacak Native Tribe (Seward)
- Chugachmiut (ANCSA Non-Profit Service Corp)
- Chugach Alaska Corporation (ANCSA Regional Corporation)

Seldovia



Kanatak

Chignik

Chignik Lagoon

Chignik Lake

Afognak

Port Lions

Ouzinkie

Woody Island

Larsen Bay

Karluk

Perryville

Ivanoff





Deepwater Horizon





- Deepwater Horizon
 - 210 Million Gallons Spilled
 - 25 Tribes potentially affected
 - 12 Tribal Leaders/6 Nations
 - Up to 16,000 Miles Coastline Impacted
 - Historic & Cultural Properties Impacted
 - G-2-G Consultation FOSC Admiral Zukunft
 - Alabama, Oklahoma,
 Texas, Florida, Louisiana,
 Mississippi, United Southern
 & Eastern Tribes

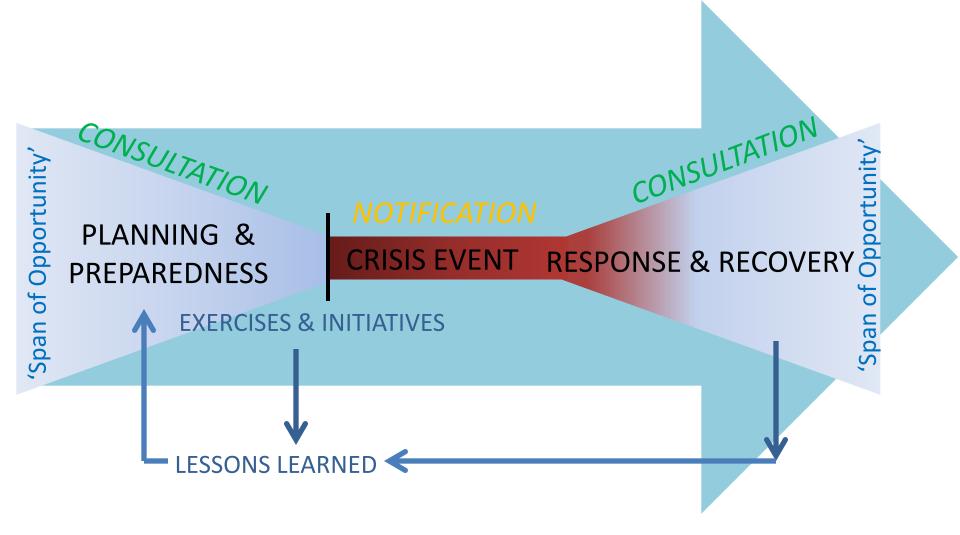








Tribal Engagement Continuum: When We Should Engage & Why It Matters



USCG Operations & Response "When & How to Engage"

Before:

- Build Relationships
- Partner/Collaborate for Increased Effectiveness
- CG Operations: CG Vessels & Aircraft
- CG Aviation Operations: Medevacs/Fueling
- Regional & Subarea Contingency Planning
- Exercise Involvement: Spill Response/Mass Rescue
- Tribal Relations Training for CG Personnel

During & After:

- Tribal Notification of Spills/Incidents
- Incident Input From Tribal & Local Governments
- Obtain Sensitive Area Information











Tribal Engagement

"Before"







- **D17/Sector "Community Leader" Meetings**
- **District Commander Subsistence Education**
- **Subsistence Group Co-Management Meetings**
- **Spill Response Drills & Exercises**
- **Cutter Tribal Outreach Visits**
- Tribal Use of CG Facilities on Traditional Lands
- **Aviation Tribe/Community Outreach Visits**
- MOUs: Kodiak (Sun'aq) & Metlakatla Tribes



















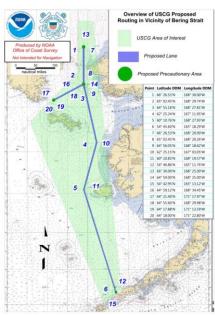
Regulatory & Non-Regulatory Solutions "Before"



- Initiatives to Address Issues:
 - Polar Code
 - Port Access Route Study (PARS)
 - Arctic Waterway Safety Committee
 - Seasonal CG Arctic Operations









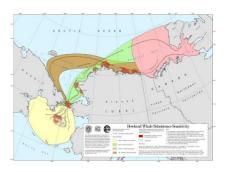
Arctic Waterway Safety Committee "Before"

- 2012 Co-Mgmt Group Letter to CG Requesting Action
- 2014-2015: AWSC formed to create collaborative regional maritime stakeholder management
- AWSC is Non-Profit/Non-Regulatory
- Set Standards of Care/Best Practices
- Address Issues Ex: Research Vsl Ops

Membership:

- Subsistence Co-Management Groups (5 Seats):
 - AEWC, EWC, ABWC, ISC, ANC
- Industry (5 Seats):
 - Oil/Gas, Tug/Barge/Cargo, Marine Pilots, Mining, Fishing
- Other (5 Seats):
 - Nome, NW Arctic, NSB, Regional Tribal (Kawerak), Tourism









Tribal Engagement "During/After"

- Kulluk Rig Grounding
 - 700+ Total Responders
 - Tribal Involvement in Unified Command
 - Hunting/Land Guide Expertise
 - Fishing/Water Guide Expertise
 - ID Sensitive Areas, Shore Ops
 - Aground on Native Corp Lands
 - Sacred Site: Refuge Rock
 - Daily Stakeholder Briefings
 - Separation of Tribal & Other Stakeholders
 - Field LNO Deployment
 - Town Hall Meetings (2 Locations)
 - No Rig Recovery until Land Use Agreement





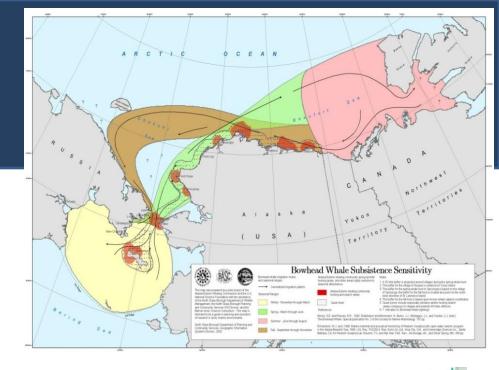






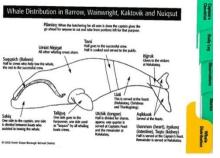
Whaling: Inupiat/Yupik Cultures Before, During, & After

- 11 Whaling Villages
- Regulated by Intl Whaling Commission
- Harvest Quotas:
 - 75 Strikes per year for AK
 - "Struck & Lost" Impacts
- Village Visits: Know which type of animals are hunted
- CG Whaling Gear Assistance:
 - Helps Reduce Losses
- What makes a Whaling Captain an Umialik (Great Leader)? Why?











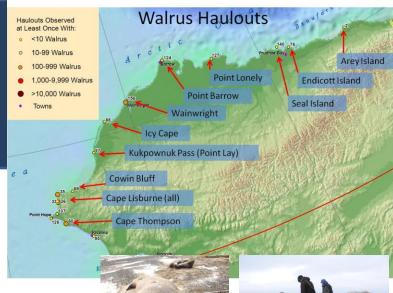
Whaling: Agency Operational Issues



- <u>Cutters/Aviation</u>: Guidance includes
 - D17 MMPA Guidance/D17INST/OPLAN/NEPA
 - AEWC Conflict Avoidance Agreement (CAA):
 - CG does not sign this document, but <u>abides</u> by these guidelines unless a valid need to do otherwise
 - Food Security vs. Vessel Ops/Research
 - > 40NM offshore villages during whaling season
 - Contact AEWC and/or local Whaling Captain Associations skittish animals
 - Do not operate in whaling zones during whaling season unless SAR or other necessity:
- Whaling is
 dangerous –
 skittish animals
 are more
 dangerous
- Subsistence Hunting (Maritime/SAR Awareness):
 - Skin-covered boats in ice (Spring Harvest)
 - Skiffs/Open-Water Hunts (Fall Harvest)
 - Up to 40-60 Miles Offshore

Other Marine Mammals Before, During, & After

- Walrus:
 - Up to 35,000 Walruses in Haulouts
 - 19 Walrus Hunting Villages
 - Less Ice = Changing Haul-Out Locations
 - Sensitive to Aircraft/Helo Noise
- Ice Seals:
 - Hunted by All Arctic Communities
- Polar Bears:
 - Circling/Hovering Causes Stress
 - Less Ice = More Bears Onshore
- Vessel Ops:
 - Avoid Sewage Discharge near Marine Mammals









CG Icebreaker Issues Before, During, & After



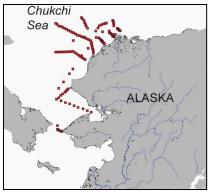
- Potential for disruption of whale, walrus, and seal hunting
- Hunters (with or without boats)
 up to 50 miles offshore potential to "cut off"
 hunters from shore



- Icebreakers are "Coast Guard" ships (not "science" ships)
- Perception of increased pack ice melt from icebreaker tracks
- Be sensitive to real or perceived impacts





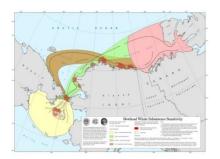




Research Vessel Issues Before, During, & After

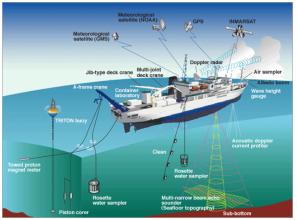


- Potential to "Divert" whales migrating westward
- Fall whale hunts up to 50NM offshore/open water hunt
- Difference in "Research" vs. "Industry" Ops/MMPA
- AWSC working for long-term resolution of Research issues
- Annual "Arctic Research Matrix" Research Operations Schedule









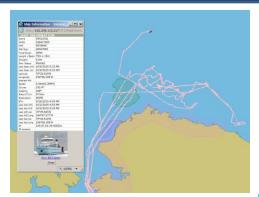




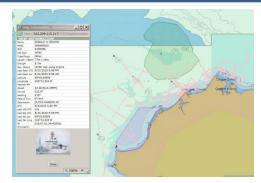




Composite of Research Vessel Tracks: Potential for Cumulative Impact





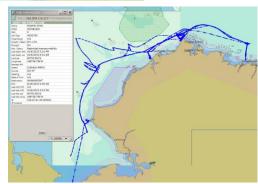














What is Needed for Effective Consultation/Engagement?



What Do Agencies/Orgs Need?

- Often tight timelines
- Respond that received information
- Ask for further information if needed/desired
- Give options or info on how proposal might be modified and still work
- Tell agencies who to work with/local experts
- Tell Agencies if Sacred/Historical Sites are an issue
- Tell us tribal timelines and other needs

What Do Tribes Need?

- Input from Tribal Reps?
- Timelines?
- Way information is presented?(Often have Internet difficulties)
- Preferred way of contacting the tribe?
- Preferred way of responding to agency?
- Give options or info on how proposal might be modified and still work (Tribes sometimes need more information than just a "NO" or "We are doing _____")

How Do You Engage? What Do You Need to Know? What Do You Do/Say? Cross-Cultural Considerations









The "Three Rs" of Successful **Engagement**

- **Respect**: Respect has to be <u>demonstrated</u>
 - Meeting co-management, (50/50 Time)
 - Shared Power/Decision-Making/Listening
 - Consideration of Alaska Native perspectives & potential impacts
 - Respect for elders
- Relationship: True Results happen in the context of relationship – "seeing" each other as people.
- **Results**: Sometimes agency personnel have a very **Result focused approach**. Results are just as important to Alaska Natives; but it needs to happen in the context of Relationship and Respect.





RESPECT + RELATIONSHIP

RESULTS







Building Competency in Tribal Engagement



Foundational Engagement Competencies:

- Ask how mission/activity could affect subsistence and their perspective on ways to minimize impacts
- Provide clear information you know
 Don't force them to ask the "right" question
- Allow tribal members to discuss issues in their own language.
- Allow for periods of silence.
- Re-state the tribal concern to confirm your understanding of it.
- Don't speak loud, fast, argue, or point.
- Don't put others down, or use jargon or abbreviations.
- PRACTICE and consider what issues or concerns might arise BEFORE the meeting happens.





Cultural/Foundational Values

Native Values:

- Show Respect to Others
 - Each person has a special gift
- Share What You Have
 - Giving makes you richer
- Know Who You Are
 - You are a reflection on your family
- Accept What Life Brings
 - You cannot control many things
- Have Patience
 - Some things cannot be rushed
- Live Carefully
 - What you do will come back to you
- Take Care of Others
 - You cannot live without them
- Honor Your Elder
 - They show you the way in life
- Pray for Guidance
 - Many things are not known
- See Connections
 - All things are related

Coast Guard Values:

Honor

- Integrity
- Ethical Conduct
- Moral Behavior
- Loyalty
- Accountable to the Public Trust

Respect

- We Value our Diverse Workforce
- Fairness
- Dignity
- Compassion
- Individual Opportunity and Growth
- Teamwork

Devotion to Duty

- We are Professionals
- Achievement of CG Goals
- Responsible & Accountable
- We Exist to Serve
- We Serve With Pride

Different Operating Paradigms

Native Operating Paradigm:

Western Operating Paradigm:

- Cooperation/Relationships
- Group Emphasis
- Elders Hold Knowledge/Wisdom
- Listening, then Speaking
- Modest/Humility
- Long-Term Land Use Considerations
- Present and Past Continuum
- Decisions in Harmony with Nature
- Giving Sharing
- Pragmatic (Visualize Ideas)
- Patience
- Religion: Integrated/A Way of Life
- Spoken Words Are More Important than Paper

- Achievement/Results Focus
- Individual Emphasis
- Youth is Good/Smart/Fast
- Speak Up/Fast to Be Heard
- Competition
- Ownership/Use of land
- Mastery Over Nature
- Owning Saving
- Theoretical (Think in Concepts)
- Assertiveness is Valued
- Put best foot forward/Proactive
- Religion: Separate/Segment of Life
- Written Words are More Important Than Spoken Words



Alaska Native Etiquette/Tips



Etiquette/Cross-Cultural Tips:

- Use the right term for Chief/President/Chair
- Ask to find out Don't assume
- Don't point at people
- Listen & <u>leave gaps</u> Silence is okay!
- Relax and build relationship It will help provide results!
- Soft Handshakes NOT firm!
- Observe Non-Verbal cues
- Engage when invited
- Do not force seating arrangements
- Remember the 3 R's: Relationship, Respect, and Results (In that order!)

Additional Etiquette/Cross-Cultural Tips:

- Respect Traditional Knowledge –
 And understand it is complex
- Talk slowly, clearly, & gently
- Repeating others shows mistrust
- Take time to show or see what they want to show you – Not just words
- Leave front row seats for Elders
- Always greet/help Elders
- Include food when possible –
 Even small offerings are valued
- Offer to pay for fuel/gas used
- Remember Summer is Hunting/Gathering season – Time is very valuable

Key Points

- LISTEN Do NOT Interrupt!
- Don't Use Agency "Jargon" or Acronyms
- Explain Project/Incident/Issue in Plain Language
- Think of what YOU would consider an opportunity for meaningful input if you were trying to raise issues.
- Be Respectful Don't Fake Politeness
- Speak Softly "Loud & Proud" is perceived as arrogance
- Think Before and While You Speak & Act
- Get Answers to What You Don't Know
- Know Info on "Big Picture" Agency Ops in Region

More Key Points!



- Don't Promise What You Can't Deliver
- Identify the Message Behind the Statements
- Consider Impacts of CG Ops & Response Decisions
 - Closing ports, fisheries, safety zones, etc.
- Think Ahead About Potential Changes in Impacted Area
- Follow Up After Meetings
- ASK Tribes if They Are Getting Info They Need
- Work Collaboratively/Really Share Power

Remember Tribal Sovereignty – Different From "Stakeholders"

Village Etiquette and Issues

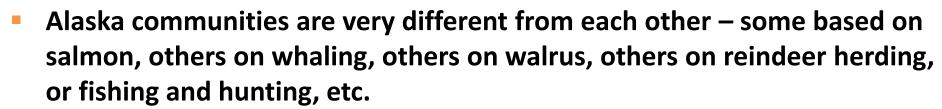


- Remember accommodations and logistics can be difficult
- Unless you have other arrangements, you will be on your own
- Plan to pay for lodging; even at school/community hall
- Pay for food you have eaten; it's very expensive in villages
- Buy food at village store; but assess don't take all the food
- Use water/electricity sparingly; many villages run out of water
- Consider buying Native handicrafts; usually cash sales
- Respect the lifestyle of villagers; ask permission before pictures
- Expect and be tolerant of weather delays
- Know that you are ALWAYS being observed/heard
- Use common sense and good manners; it will help you

Use your best judgment!

General Village Information: Know Where You are Going!

- Populations: ~ 100 5000 populations
- Alaska has been occupied by Alaska Natives for thousands of years.



- Check village characteristics on State of Alaska website: http://commerce.alaska.gov/cra/
- Check local Tribal/Community websites.
- Use Google and/or other search engines!
- If doing community projects, pick small projects or do stages of a project so we can accomplish what we start!

The D17 Tribal Liaison is a resource for information



Arctic "Hub" City/Villages

Barrow/Ukpeagvik

- Pop Est: 4,400
- Inupiat Eskimos
- Average 40 Degrees
- Below Freezing 324 Days/Year
- Traditional Subsistence Region
- Hunting/Fishing/Whaling
- Hub for 8 Villages

Nome

- Pop Est: 3,500
- Multicultural Community/Yupik & Inupiat
- 40% Population is Non-Native
- Subsistence Hunting/Walrus (<u>NOT</u> Whaling)
- Gold Mining
- Hub for >19 Villages





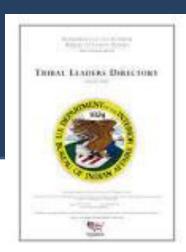
Kotzebue

- Pop Est: 4,154
- Inupiat Eskimo
- Subsistence Hunting/Walrus (NOT Whaling)
- Ancient Arctic Trading Hub
- On Spit in Kotzebue Sound
- NW Arctic Borough
- Hub for >11 Villages





Tribal Engagement Resources



Resources:

- BIA Tribal Leader Directory
 - http://www.bia.gov/WhoWeAre/BIA/OIS/TribalGovernmentServices/TribalDirectory/
- Local Regional Tribal Contact List <u>Create One!</u>
- USCG D17 Tribal Liaisons & District Instructions/Resources
 - D17 Consultation Process Guide
 - G2G Authorization Form/Invitation to Consult Template/Visit Summary
- Agency Tribal Liaisons
- ICS Liaison Officer Job Aid https://homeport.uscg.mil/
- Other Agency Tribal Liaisons
- Other Agency Consultation Policies & Best Practices
- Google!



Document Tribal Engagements



- **Document Engagements**:
 - Who Engaged from Agency
 - Who Engaged From Tribe
 - Tribal Name/POC
 - What Topics/What Agency Missions
 - Narrative w/ Additional Info
 - Make Reporting Easy!!!
 - Keep Historical Files!!!
- Info to Tribal or External Affairs:
 - District Commander Awareness
 - DHS/Congressional Tracking

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coordination with D17/Sec										
issues/topics?										
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☐ Local Governme	ent:						_			
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☐ Vessel Exam:	on					7. 7.				
Response Equip	. Inspection:									
☐ Other:							-			
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Agency Tribal Liaisons: Who We Are & What We Do



Alaska Tribal Liaison Interagency Group (ATLIG):

- Formed in 2013
- Liaisons From Over 25 Federal Agencies
- Tribal Coordinators From State of Alaska Depts
- Liaisons From Congressional Delegation
- Statewide Focus

ATLIG Function/Intent:

- Exchange for Project and Consultation Information
- Joint Outreach: AFE, BIA Providers Conf, Etc.
- Networking on Tribal Concerns
- Exchange for Training Materials, Ideas, Etc.









Alaska Tribal Liaison Interagency Group (ATLIG): Working Together to Serve Tribes

What Tribal Liaisons Do Within an Agency:

- Work within our agencies to try to ensure engagement and consultation when needed
- Work with tribes to build relationships
- Recommendations to Senior Management on Potential Impacts, Sensitive Issues, etc.
- Provide an "Open Door" to Tribes/ANOs
- Educate/Train Agency Personnel (Tribal Issues, Consultation, Cross-Cultural)
- Tribe Contact Lists
- Agency Tribal Liaison Contact List





Tribal Engagement Training

- OPM Working Effectively With Tribal Governments
 - http://www.golearn.gov/
 - http://www.dhs.gov/tribal-desk
 - PDF: https://www.michigan.gov/documents/mdch/Working-Effectively-with-Tribal-Governments 384010 7.pdf
- USCG ICS LOFR Training
- DOI Interactive Tribal Consultation Training Course
 - http://www.bia.gov/cs/groups/public/documents/text/idc1-031460.pdf
- USFWS Tribal Consultation Handbook
 - https://www.fws.gov/carlsbad/TribalRelations/Tribal_Consultation_Handbook_2013.pdf
- EPA OAR Handbook for Interacting with Tribal Governments
 - http://www3.epa.gov/air/tribal/pdfs/oar_handbook_for_interacting_with_tribal_gover
 nments(feb_2014)5_1.pdf
- Google!



Lessons Learned & Best Practices

Lessons Learned:

- Build Relationships Early
- Ask Questions to ID "Right" Stakeholders
- BEFORE is Better Than AFTER
- Relationships BEFORE Help DURING/AFTER
- Change Paradigms/Think Outside the Box
- Ensure Command Understands Tribal Relations
 Can Impact Operational Success
- Engage Local Experts
 - Helps with connections
 - May also be positive/negative bias be aware!
- Ask Questions About Sacred/Historical Sites
- Be Ready!









Questions & Discussion















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